<u>Final REPORT</u>

REGIONAL ASIA SUSTAINABLE URBANIZATION NETWORK

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Report on Regional Asia Sustainable Urbanization Network

1 Introduction

The emerging urban centers in the Asia-Pacific region are going through an era of tremendous change. The massive inflow of people moving from the countryside into the cities is one of the most significant phenomena of the 20th century. The dramatic urbanization of these countries has created a complex set of problems with no easy solutions. Insufficient supplies of housing, power, and water; inadequate transportation systems; poor safety; unemployment; traffic congestion; uncollected garbage; and concentrated smog have made many cities unlivable for an increasing number of people.

The recent economic crisis in the region has had two large consequences for current ideas about urban development. The first is the realization that cities throughout the region are linked both politically and financially. What happens in Bangkok is no longer of consequence only to the people of Thailand. It affects the entire region. The second is that the crisis has made people look at the wider consequences of economic development. No longer is it taken for granted that high growth rates will occur forever. Politicians, business-people, and nonprofit organizations understand that the building of a newly industrialized country must have solid political, economic, and social foundations – and that these three areas, once thought to be separate, are indeed tied at the core.

In response to these challenges, USAID regional offices in Indonesia and India are investigating different opportunities of maximizing the benefits of urbanization to all city residents by tackling these problems using a multi-sector approach to urban development. The aim of this effort is to develop set up an action partnership that links leaders from business, government, civil society organizations, academia, and media together to address challenges that affect cities throughout the region. The goal is to facilitate the development of a Regional Asia Sustainable Urbanization Network (RASUN), as an active partnership of urban leaders dedicated to improving the quality of life in their respective cities, through information sharing with like-minded people throughout the region. Given the timing of the economic setback in Asia, we think now is a perfect time to re-evaluate our approaches to urban development by analyzing current examples of innovation in related fields from around the world. By focusing on these examples, urban leaders can learn from them, synthesize similar approaches of development into their own cities, and embed them in their own communities and cultural norms.

2 APPROACH

A tour of Southeast Asia, Japan and South Asia was undertaken to identify innovative urban leaders from local government agencies, businesses, civil society organizations, academia and media. In total 22 cities were visited in 9 countries. In all over 150 people were interviewed (see appendix A). The aim was to discuss the APCF/RASUN approach, identify what could be some of the major steps that such a partnership could promote and undertake, and to identify leaders who could serve as the brain-trust for USAID in undertaking their activities in the region.

The response to the formation of an urban partnership was very positive. In all of the countries visited, there was a consensus among leaders from all sectors that a Forum was needed which specifically included private sector involvement, engaged at the highest

levels with members of government and community organizations. Many people met cited the need for a neutral setting where key leaders could develop new solutions and action steps to address urban problems on a regional level. Those in the private sector were willing to participate if it would provide access to key officials in government and community organizations for an unfiltered interchange of ideas, in a neutral setting. The globalization of money transfers has made it necessary and important for the private sector to become involved in community and political development in an urban setting.

The countries visited in Southeast Asia were the Philippines, Indonesia, Singapore, Thailand, Hong Kong and Japan. In South Asia, India and Sri-Lanka were visited. In Southeast Asia city officials in Manila, Muntinlupa, Olongapo, Cebu City, Jakarta, Bandung, Surabaya, Semarang, Singapore, Bangkok, Hong Kong, and Yokohama were interviewed. In South Asia, city officials in Mumbai, Chennai, Colombo, Bangalore, Cochin, Varanasi, Allahabad, Pune, New Delhi and Jaipur were interviewed. Further, key urban leaders in each city were also interviewed. Most of them were interested in participating in an urban partnership that was able to capitalize on yet unutilized resources exiting within each city. Each had interesting ideas on the way to develop a partnership Forum.

Defining the role of this partnership and the organizational structure was one of the key tasks that was tackled after the city visits and in preparation of the workshop. After several discussions with key supporters and RUDO officials in the region we have been able to define the area where there is some need, where an urban partnership should concentrate on and where it would have a competitive advantage.

3. VISITS TO SOUTEAST AND SOUTH ASIAN CITIES

Some examples of urban leaders interviewed who have expressed their interest in participating in the RASUN partnership are as follows:

3.1   The Philippines

Mayor Alvin Garcia of Cebu City, the Philippines is excited about the prospect of the partnership, and has offered to host a workshop for the participants in his city. Cebu, the second largest city in the Philippines, is going through major urban development changes. The Cebu Investment Promotion Center (CIPC), set up by the municipal government, helps negotiate the need for private investment with the needs of the urban population, and has had a major impact on the lives of the citizens of the city.

In Manila, discussions with Victoria Valenzuela-Rialp, Director, Center for Corporate Citizenship at Philippine Business for Social Progress (PBSP), resulted in PBSP agreeing to become the Southeast Asian regional focal point for APCF. PBSP is a nonprofit private sector-instituted organization that promotes corporate social development activities in rural areas in the Philippines. She is very interested in the ideas of RASUN and APCF and believes that this is the right time for an involvement in PBSP, as their corporate members now want some involvement in high growth areas. Having PBSP support and involvement is important, as this is a premier corporate body that is involved in social development work in the country. This Forum could very well assist PBSP in its efforts to concentrate on high growth areas, by bringing in examples from around the world as to how similar organizations have done this. Also, members of the Forum from other countries could benefit from PBSP's experience as they could articulate for other

countries in the region how the business sector can play an effective role in urban development activities.

3.2 Indonesia

In Jakarta, a number of government officials, NGOs, private sector executives and academics were interviewed. Three prominent Indonesians have agreed to join the APCF Advisory Board — Irwan Habsjah, President and Director, BT Securities; Dr. Budhy Tjahjati S. Soegijoko, Deputy Chairman for Foreign Cooperation, BAPPENAS; and Johan Silas Professor, Institute of Technology, Surabaya have agreed to join the APCF Advisory Board,

Tri Mumpuni Executive Director the Partnership in Development Forum, a group that works as a liaison for NGOs and government to undertake community-building partnerships focusing on urban management and capacity building. Ms. Mumpuni was very interested in the possibility of APCF as a regional organization and wants to contribute her organization's expertise with the NGO community into the discussion.

The Mayor of Semarang, Mr. Soetrisno S. is very interested in the partnership forum and will be willing to participate and also contribute to this effort. He hopes that he will be able to learn some new approaches to forming partnerships and how to deal with the legislative bodies that oppose some of his more innovative ideas. Semarang recently won an award from President Soeharto in recognition of good local governance.

3.3 Thailand

In Thailand, we interviewed members of the local and regional governments, NGOs, academics and private sector executives. In Bangkok, there are some very exciting developments with the formation of the Bangkok Forum, a non-profit effort, and the Bangkok Metropolitan Forum, formed by the Governor. Given the current economic slump they are very keen in developing new approaches and learning from others in the region. There was, however, a great sense that whatever form this partnership leads to it must develop some very clear actions and that it should not be limited to dialogue and discussion.

Somrudee Nicro, the Director of the Urbanization and Environment Program at Thailand Environment Institute (TEI) – a prestigious institution that is undertaking some very interesting work with the corporate sector and the community in developing sustainable environmental strategies - was very supportive of the effort. They too have agreed to be a partner in this effort and would like to be actively involved in the forum. One of the main patrons of TEI is Sophon Suphapong, the CEO of Bangchek Petroleum. It would be important to have him involved in the interchange and Forum, as he is a committed environmentalist.

Chodchoy Esther Sophonpanich the President of Thai Environmental and Community Development Association believes that such an interaction is important, but it would be difficult to engage the corporate sector in the forum unless there are very clear areas for the corporate sector to become involved. She explained that most Thai corporations prefer to give out money for a particular cause, with which they identify and questioned RASUN's ability to change such a culture in this climate of uncertainty. It will require some very strong support as well as access to the business community. It is possible that

the Asia Society, which has a very strong corporate sector links in Asia, could become the venue for hosting such events and invite the corporate sector to participate.

3.4   Hong Kong

In Hong Kong, a luncheon panel was hosted by the Asia Society Hong Kong Center which was attended by over 80 of the more prominent political, business and media leaders. Many were interested in the concept of APCF and in attending the workshop. Mr. Ronald Tucker, Vice President, Regional Management Asia Pacific, and T.R. (Billo) Puri, Vice President & Manager Buildings & Urban Development Asia Pacific, Bechtel, were both supportive of this effort and will participate if invited. Also, Mr. Leung Po-wing Bowen, Secretary for Planning, Environment and Lands, and Ronnie Chan Chairman, Hang Lung Development Company, were interested in the effort and would participate in some of the activities.

The idea of APCF and RASUN was discussed in an interview with AsiaWeek and they too are interested in participating in the workshop.

3.5   Yokohama

The Citynet Congress in Yokohama was a useful meeting to spread the word about APCF/RASUN and to meet with Mayors and NGOs from the region. I was able to brief Governor Bhichit Rattakul of Bangkok about APCF/RASUN and he and the Mayor of Yokohama both expressed interest in the ideas behind the Forum. In their talks at the Congress they both stressed the need for engaging citizens and the private sector in urban development activities. I also briefed the Commissioner of Mumbai Mr. Gokhale and he has agreed to meet me in Mumbai to discuss possible collaborative activities. At the Congress I also met with Mr. Ryoichi Hirose, Vice President of Yokohama Minatomirai 21 Corporation (a 240-hectare private-public joint venture development), he too is interested in the Forum. If invited he has agreed to sponsor a senior executive to participate in the workshop.

RASUN was also invited to consider becoming a collaborator with the Thailand Environment Institute's (TEI) Grassroots Action Program and the Bangkok Forum to organize a conference on Civil Society and Sustainable Development to be held in Bangkok in 1999. Ms. Rina Novita of Inter Indonesia Municipalities Organization is also interested in collaborative activities.

The luncheon session to discuss RASUN was attended by 48 people most of whom were either from NGOs or from research and academic institutions. There were a few Mayors and city officials at the meeting including Bangkok, Colombo, Khulna, Bangladesh, Kuala Lumpur, and Penang (most of the Mayors were not around on the second day of the Congress, however, I managed to meet with several city officials during the course of the meeting). The concept of a Urban Forum was introduced and afterwards Jens Overgaard (UNESCAP), Om Prakash Mathur (NIPFP), Nathaniel von Einsiedel (UMP), Soomsook Boonyabancha (ACHR) and Rita Joshi (Mayor of Allahabad) gave their perspective of why such a Forum would be of value to the region. The common theme in the discussion was that this Forum should be action oriented, actively engaging both the formal and the informal private sector, and maintain itself as a neutral space where all sectors have an equal voice for participation and interaction.

3.6   India

A number of cities were visited including Mumbai, Chennai, Bangalore, Cochin, Varanasi, Allahabad, Delhi and Jaipur. In each city we met with local officials, business executives and NGOs. In Mumbai, Anand Mahindra, Managing Director of Mahindra and Mahindra, was very supportive of the concept of APCF and the value of a regional network. He would be willing to participate in our activities and support the efforts in cities like Hyderabad, where he feels that there is a possibility to make a difference. Unless the Forum can actually lead to tangible actions, he and other business executives may loose interest.

Amol Karnad, the Executive Director of Alacrity International – a committed housing developer in Chennai was interested in the concept of the Forum but was not necessarily convinced enough to participate. He felt that unless there was a clear and tangible benefit to him and his work, participation would take his energies in different directions. Also, he felt that if people wanted to learn from his approach they should be willing to pay for his time, etc. Alacrity International has some very strong guiding principles and they are forging new grounds in three areas of housing development: 1) management approaches and process to increase productivity; 2) family and personal value systems and relationship building; and 3) providing quality service in housing at an effective basis serving the middle and upper-middle class segment.

In Bangalore, Dr. A. Ravindra, Commissioner of the Bangalore Municipal Corporation and members of several civic organizations, including Prof. Suresh Balakrishnan of the Public Affairs Center were interviewed. Both the Commissioner and Prof. Balakrishnan are very interested in the Forum and regional network and see the value it could contribute to the work that they have started with CIVIC another local NGO on promoting self-pride in the community. They are developing partnerships with the community in undertaking some of the environmental clean-up projects and we could work with them in identifying corporate partners. They have both expressed interest to participate in future Forum activities.

In Cochin, the President of the Indian Chamber of Commerce—Cochin, Mr. Goyal had arranged for a talk with members of the Chamber, the local politicians, architects and the press. There were 44 attendees at the meeting. There is reluctance to accepting that one can learn from each other, the prevailing sentiment is that as long as the necessary funds were available they would be able to provide the solutions. It is important to note that the Chamber of Commerce is supporting a USAID led initiative for Revitalizing the Old City of Cochin and the Forum will be able to provide assistance in this effort by providing exposure to similar efforts from other parts of Asia and the world.

Prof. Mishra of the Sankat Mochan Foundation in Varanasi was the next person that we met. The Sankat Mochan Foundation is involved with the Clean Ganga Campaign (supported by USAID). Dr. Mishra is a very interesting and committed individual who has developed a very innovative solution in reducing the pollution levels in the Ganges. In meetings with him and others involved in this work including the Municipal Commissioner Mr. Singh, that the city needs all levels of assistance, and that the Forum could introduce new ideas and provide exposure that may assist them in their efforts of creating a clean Varanasi. From Prof. Mishra's point of view any exposure that a regional network could provide especially in the form of new governance structures that will allow them to effectively implement their project would be very useful.

Dr. Rita Joshi the Mayor of Allahabad was the host for the one-day visit to her city. I met with members of the Municipal Corporation and the city councilors. Dr. Joshi is a strong supporter of the RASUN partnership and will be actively participating in its activities. She and members of the Municipal Corporation have agreed to prepare a proposal to undertake for a solid waste management educational campaign that may be initiated with RASUN support.

3.7   Colombo, Sri Lanka

In Colombo, meetings were held with a number of city officials, including members from the Federal Chamber of Commerce, the NGO community, and university officials. Among these officials was the new mayor of Colombo, Mr. Karu Jayasuriya. Mr. Jayasuriya and Deputy Municipal Commissioner Dr. Ismail were interested in the partnership approach of APCF and invited us to consider Colombo as one of the cities where we could hold one of the future regional workshops.

There are a number of interesting initiatives taken by the Mayor to involve private sector cooperation in the city, including environmental and greening aspects of the city as well as garbage collection. The Mayor himself is from the private sector, so he is especially interested in forming partnerships with the private sector. The Federal Chamber of Commerce in Sri Lanka is now actively participating in projects with the mayor. The President of the Chamber of Commerce, Mr. Patrick Amarasinghe, is also very enthusiastic about the possibilities of APCF.

After having met with many key actors in the private sector, government, academia, and NGO's, there seems to be a lot of interest in Sri Lanka and especially Colombo to undertake future activities with APCF.

4 Options for the Urban Partnership

At this point, it is important to outline some of the different possible ways in which we can organize the focus of RASUN. There are four possibilities:

4.1   RASUN as a Node for Information Exchange

- Focus

    In this scenario, RASUN would serve primarily as an information-sharing group. Each year, or every few years, the group would focus on a theme or themes in urban development such as: infrastructure development and finance, environmental regeneration, municipal finance, transportation, etc. The primary reason for the group would be to look at innovative projects and approaches to different urban development problems, and try to disseminate this information region-wide. The core group and regional participants chosen for their expertise on the theme would meet for an information-sharing interchange/workshop. The Forum would prepare case studies, and document new and changing policy guidelines of the World Bank, Asian Development Bank, UNDP, etc.

- Outcome

    RASUN would become a network that serves to disseminate information on key urban issues. Papers and documents could be published and members would look to RASUN for new ideas. RASUN could serve as an urban think tank for the Asia-

Pacific region. Experts from outside the region could participate as well, but the focus would still be on the region itself.

4.2 RASUN as a Regional Urban Forum Partnership

- Focus

In this scenario, APCF would attempt to organize the most creative thinkers in urban development throughout the region. Key decision-makers in all sectors that are implementing innovative projects would be identified and asked to participate. People working on innovative urban projects would be asked to share their insights with others working on similar issues. It would be a neutral space for all stakeholders to participate. The idea would be to feed off each other's innovations and identify innovative solutions by bringing together the brightest minds and implementors in the region to focus on regional issues of urban development and growth.

Moreover, the RASUN "brain trust" would also focus on urban challenges in the cities where the workshops are being held. There are a number of urban forums that are now being developed in cities in the region and this Forum would link these urban forums and also play a catalytic role in providing knowledge and assistance to these organizations. The RASUN "brain trust" would analyze, provide guidance and some general advice on a specific project the city is undertaking. The idea would be to gather experts from around the region to engage on a specific project, and bring back ideas to participant-member's home cities. This would also provide the gatherings with a "hands on" focus.

- Outcome

Here APCF/RASUN would be more action oriented than in the first scenario. After "feeding off each other's innovations," participants may want to develop partnerships and undertake joint projects in their own cities or support the effort in one of the other cities. APCF/RASUN would serve as a facilitator to this "brain-trust" to organize and initiate projects. In this scenario, APCF/RASUN would also be thematically oriented. It would be both a forum to share, exchange and learn, and also an action group that would act as catalyst for work to be implemented. The value added would be that APCF/RASUN would be a neutral space where partners could effectively engage with each other and develop new approaches without being caught in bureaucracy or agendas of official organizations. The outcome of this proposal would be that APCF/RASUN would serve as a networking/partnership to the local urban forum in partner cities and organizations. This would lead to an active multi-sectoral and multi-disciplinary core group that would engage with each other and utilize their knowledge base to assist on-going programs in cities and to act as a catalyst to develop new approaches and programs in other cities.

4.3 APCF/RASUN as a Public–Private Partnership Group

- Focus

The goal of this group would be to increase private sector involvement in urban development planning and execution. To achieve this, private sector leaders would be invited to work with government officials, academic scholars and leaders in the NGO community on building alliances in urban centers. The group would bring together

businesses to promote two main ideas: public-private partnerships and corporate citizenship. By corporate citizenship, we mean to get corporations and businesses to participate willingly in urban development projects in their own initiatives. The possibility of this would be created through the information exchange of APCF and the catalyst for action of the RASUN.

- Outcome

    This version of APCF/RASUN would be focused on working with government, business and community to improve conditions for rational city development. APCF/RASUN will provide quality analysis and services that improve cooperation, and that assist to increase multi-stakeholder partnerships. This would mirror the Infrastructure Development Group (IDG) run by The Economist that is very similar, but focuses on macro infrastructure issues of the country. APCF/RASUN would be focused on city-level urban infrastructure development issues.

4.4   RASUN as an Action Partnership Promoting Corporate Citizenship in Urban Development

- Focus

    In this scenario, APCF/RASUN would foster the development of partnerships, focusing primarily on strengthening links between progressive leadership in the private sector and urban managers, thereby increasing *corporate citizenship* in cities in Asia.

    This would be achieved by providing the "persuaded" leadership in the business community a platform through which they can showcase their efforts in developing a corporate citizenship program that has improved the quality of life in cities. This will include: alliance building; sharing information on different urban development projects led by corporations deemed socially responsible; and encouraging businesses to attempt to reproduce these projects in their own communities. They would work with many of the existing forums and foundations listed in scenario #2.

- Outcome

    A Regional Action Sustainable Urban Partnership of a core diverse group of business and urban leaders will be mutually supporting efforts of corporate partnerships in their cities in Asia. An on-going interactive platform showcasing corporate responsibility projects will be established, and this will lead to an increase in business participation in sustainable urban development activities. Further an open decision-making process fostering genuine cross-sector collaboration will lead to a better collective use of resources.

5. RASUN WORKSHOP in Cebu City, the Philippines

After evaluating the responses from the urban experts interviewed, a preliminary agenda for a workshop to brainstorm the idea of a Cities Forum was developed. Mr. Alvin Garcia agreed to host the workshop and provide all of the local hospitality in support in this effort. This made it possible to increase the number of invitees to about 60. The dates were set so has to not coincide with the upcoming Filipino elections, and

after the Indian elections were completed. The final list of participants was developed with input from the USAID-RUDO offices in India and Indonesia. Some of the invited members of the business community were unable to attend due to other commitments but have expressed strong support for this effort. (See Appendix B for Workshop Agenda and Participant List).

5.1 Opening Remarks and Introduction

Sixty leaders representing government, business, civil society, academia and the media from nine countries attended the Second Regional Interchange, held at the Cebu Plaza Hotel in Cebu City, the Philippines. The Interchange was co-sponsored by the United States Agency for International Development (USAID) and the City of Cebu. Mayor Alvin Garcia of Cebu City opened the meeting, welcoming the participants and telling them about Cebu's work toward increasing corporate citizenship. Akhtar Badshah, project consultant, stressed the importance of involving the business sector in urban development. He pointed to the Philippine Business for Social Progress, which co-hosted the event, as an example of the kind of organization that ought to be promoted throughout the region. "What the PBSP is doing is what we would like to learn from," he said. "The Philippines has that experience, in a national scale, and this has not been done fully in other cities in Asia Pacific."

Priscilla Del Bosque, Deputy Director of the United States Agency for International Development's Manila office, also spoke at the opening of the meeting. She encouraged the participants to take a closer look at how Cebu City addresses urban problems such as housing shortages, displacement of farmers, lack of water supply, and inadequate education. William Gelman, of USAID's Jakarta office, said that innovation and networking are the keys to sustainable urban development. He explained that the crises arising from rapid urbanization in the region require that agencies have the ability to innovate and have in place a reliable network. According to Gelman: "We are entering a new age which stresses uniting resources, leveraging the strengths of various institutions, brokering deals and actions among communities, government, business and other institutions to produce the change that is and will continue to become necessary."

5.2 Perspectives on Corporate Citizenship

The first morning focused on "Perspectives on Corporate Citizenship," where four examples of business sector efforts in improving the quality of life in cities were presented. Eugene Caccam and Gina Velasco of the Philippine Business for Social Progress (PBSP) explained their organization's role in developing a vital business sector involvement in social issues in the Philippine. Ms. Velasco emphasized the successful stories of socially relevant businesses that are hinged on the need to bridge the gaps between traditional divisions of government, the private sector, and NGOs. "We cannot allow ourselves to be left behind," she said, "by the rapid rate our cities' problems are overtaking urban development." Citing the Marcos years in the Philippines, when PBSP was founded, she pointed out that many of the most innovative ideas are born in times of crisis.

Nicholas D. Snider, of United Parcel Service and the National Museum of Patriotism, talked about The Atlanta Project (TAP) in the United States, and showed that it is possible to involve the corporate sector in urban development activities and achieve

significant change. He stated that Atlanta is a city of have and have-nots. To counter that former President Jimmy Carter initiated TAP in 1991 by matching 20 "cluster" neighborhoods in the city with corporate partners. He stated that "for real change corporations have to be involved in multi-faceted partnerships with the community by providing not only financial support but also managerial and technical support in urban revitalization efforts."

Sebastian Mendez, President of Estrellamar Grupo Financiero in Panama, explained the work of his company, which provides microcredit financing to low-income Panamanians by issuing them credit cards. The goal of the group is to issue credit to those people in urban poor communities that normally would not otherwise be able to obtain such credit. These mini-lines of credit, of which there is a US$500 limit, give the urban poor access to resources that they would not ordinarily be able to have.

The last speaker, Luis Pangilinan, Vice President, Legal & External Relations, Fort Bonifacio Development Project in Manila, talked about his corporation's efforts to integrate their new global city with the exiting community of Taguig by becoming a neighbor of choice. In keeping with their company's credo, "land is not inherited from our forefathers but borrowed from our children," Fort Bonifacio is setting up a science and technology program in the local schools and launching a skill-training program in the construction industry.

5.3   Sharing Experiences

On the afternoon of the first day each participant spoke briefly about their own experiences and thoughts on corporate citizenship and urban development. It was clear from the presentation and following discussion that in almost all the cities represented, businesses were engaged in several urban projects in partnership with the local government, or the civil society organizations. Further, many participants stressed the importance of including all kinds of businesses in these partnerships, not only large multinationals but also small, locally owned businesses. While several examples indicate how government, civil society organizations and academia can effectively engage the business community to work together for a common goal, it is important to recognize that not all of these efforts are successful.   These partnerships, however, do create a heightened awareness of the challenges facing these communities, and increases the participation of people and communities in development activities. The challenge is to break from the traditional role of the government, and involve the other enlightened stakeholders in effectively contributing to improving the quality of life in cities.

5.4   Vision, Mission, and Goals

The second day, after a site visit of two innovative projects in Cebu, the participants were broken up into smaller groups to discuss the establishment of APCF. In these groups, four questions were posed: 1) does the draft Mission Statement accurately reflects the view of the task we have agreed to undertake? 2) Have we identified for ourselves the right goals, objectives, activities and outcomes? 3) How should RASUN be organized in terms of membership, size, organization, management, and funding? 4) What specific commitments can you make to RASUN? At the end of the sessions, all four groups reported their conclusions.

Each group developed their own focus to the APCF program. Later that evening, 2 representatives from each group were selected to consolidate the different visions and arrive at one common document. These eight people were Mayor Rita Joshi, Kirtee Shah, Dr. Eugene Caccam, M.R. Jaishankar, Dan Lapid, T.K Ramkumar, Charles Surjadi and W.J.N. Danait. All engaged in a spirited discussion over the need for the Cities Forum, the focus and direction of the program. After intense and lengthy deliberations a consensus was reached on the vision, mission, goals and activities for the Forum. This was presented to the general body the following morning.

It was agreed that the name should be the Asia Pacific Cities Forum (APCF) and that it should be focused, lean, flexible and location-transparent. The operating budget and staff should be small. Therefore it should identify few key areas of competitive advantages and develop a set of action steps over the next three-years to achieve them. Further, APCF must identify a committed core group from the region that is as diverse as possible in terms of background and position. Also, it was recommended that country teams be established to carry out national activities like documenting best practices, raising funding, etc.

5.4.1 Vision

Better managed and more livable cities in Asia Pacific, where an enlightened business sector comes into partnerships with local governments and other urban stakeholders for sustainable development.

5.4.2 Mission

To foster the development of partnerships, focusing primarily on strengthening links between the entrepreneurial spirit of the business sector and urban leaders, thereby creating a synergy for better decision making practices and effective management of resources in cities in Asia.

5.4.3 Goals

Specifically, the charter will include the following goals:

Alliance Building: To strengthen APCF and ensure its continuity to foster an ongoing interaction among enlightened business and urban leaders; function as a facilitator of leadership identification; and create opportunities for partnership by breaking down barriers among stakeholders.

Catalyst for Action: Increase commitment by business leaders to urban development; develop multi-stakeholder interest groups committed to addressing local challenges; and increase involvement of the business sector entrepreneurial spirit, management skills, and technical and financial resources for the efficient management of cities.

Information Exchange: Identify, document and disseminate examples of innovative and successful business/urban partnerships in improving the quality of life in cities from around the world that may be applicable to cities in Asia.

6. Workshop Recommendations

Over the next three years between 1998 and 2001 we will undertake the following activities:

Asia Pacific Cities Forum – Establishing the Forum by identifying a committed core diverse group of urban leaders in the Asia Pacific region to become part of the Forum. To that extent we will also identify partners and collaborators in the region based on their strengths and the value they will add to the work of the Forum.

Regional Interchange – Plan and organize two regional interchanges on well-defined themes bringing together enlightened business and urban leaders. The focus of these interchanges will be to promote business citizenship at the local city level, the national level and regional level.

Increase Business Involvement – Promoting the formation of city specific business partnerships and developing indicative criteria for successful business citizenship and partnerships.

City Specific Forums – Over three years APCF will undertake targeted focus workshops and other activities by effectively engaging the enlightened business leadership to support sustainable urban activities and programs in partnership with local government and civil society leaders.

Information Exchange – Identify, analyze, document and share innovative case studies on partnerships involving businesses; moderate interactive forums on business citizenship and urban business responsibility; and promote study tours of innovative projects by partnering with collaborating institutions throughout the region.

6.1   Anticipated Results

After the first five year phase:
- A core advocacy group of business and urban leaders is mutually supporting efforts of business partnerships in cities in Asia
- An On-going Interactive Platform is showcasing business responsibility projects
- Increased businesses are participating in sustainable development activities
- Open decision-making process is fostering genuine cross-sector collaboration and a better collective use of resources
- City resources are effectively managed
- Increased local resources are available for sustainable development projects
- Improved quality of information is available to businesses, local governments and civil society organizations
- Innovative solutions and lessons learned from best practices are shared between cities in Asia through an interactive website, newsletters, and monographs

6.2   Funding Strategy

To achieve financial sustainability it was suggested that APCF develop a three phased approach for funding the Forum:

Phase One:
1. Approach International Development Agencies and Foundations for grants to support the core functions of the Forum, the annual regional interchange, and documentation of case studies on multi-stakeholder partnerships.
2. Approach Universities and Institutions in the region to become partners in this effort and collaborate on the activities that APCF will undertake.

Phase Two:
3. Invite Multi-national and Local Corporations to become members of the Forum. Multi-national corporations working in the region and local corporations that have self-interest to ensure a sustainable urban environment of the region will be targeted.

Phase Three:
4. Undertake fee for service work with city authorities, large developers and international development agencies on their specific projects to build business partnerships. Also collaborate on research and development studies with city authorities, community organizations, corporations and development agencies.

6.3 Institutional Structure
It was agreed that the Asia Society would be the institutional anchor to the Asia Pacific Cities Forum. The Asia Society will be the recipient of grants or cooperative agreements from future funders and will provide intellectual, programmatic and organizational support to APCF. This will enable APCF to tap into the Asia Society's extensive network and contacts in the Asian business and political community. Also, APCF will be able to draw upon the expertise of the Asia Society's senior staff in developing some of the workshop/interchange themes and utilize their contacts in identifying potential corporate partners in the region. In addition, the Asia Society will provide the organizational support for administering the grant/cooperative agreement. This would include payroll, accounting, and a variety of other services, and most importantly, facilitating networking.

Further, it was also recognized that within the next three years APCF should identify at least two bases in the region—one in South Asia and the other in Southeast Asia—for its regional offices. Cebu City has offered its facilities and is playing host to the national Philippine effort in conjunction with the league of cities. Similar such efforts in the other countries should also be undertaken.

7. Specific Outcomes of the Workshop
The specific outcomes of the Interchange were are follows:
1. A consensus was reached that APCF can play a distinct and important role in supporting enlightened business leaders and other urban leaders to develop sustainable partnerships around urban projects. It was clear that there is a client group in Asia that is ready for new approaches, and eager to take advantage of: the best features of economic liberalization; of the opportunities presented by the emerging Asian capital markets; of "devolution" of authorities to local governments;

and greater participation by the "people's sector" in important decisions affecting the quality of urban and environmental management.

2. The Cebu Chapter of the Asia Pacific Cities Forum was established. Mayor Alvin Garcia has agreed to chair this group, which will develop a model of business citizenship by matching enlightened business leaders to specific projects in selected barangays, in the spirit of the Atlanta Project. Furthermore, Cebu City will also lead the effort of spreading this approach to other cities in the Philippines through the League of Cities.

3. Silay City in the Philippines has adopted the business citizenship thrust and has included it in their new platform of government.

4. Each participant has agreed to survey in their own cities the level of business sector (both large companies and small) involvement in urban development activities (business citizenship) and produce short case studies on some of the most innovative initiatives.

5. Participants have also agreed to identify potential funding sources, both local and international that could be targeted to help support the core costs of the Forum and also the specific activities.

6. Housing and Urban Development Corporation and the City of Bangalore have agreed to host the next Interchange in India to be held sometime in late 1998.

7. USAID RUDO offices in Asia are willing to recommend to USAID's Global Environment Urban Program to consider supporting specific aspects of the core activities to help establish APCF.

7.1   Other Outcomes

Two other outcomes of the APCF effort were evident immediately following the Interchange in Manila:

1. A small group of Interchange participants led a one-day workshop to develop a Business/Community Development Plan for the Fort Bonifacio Development Corporation (FDBC). Executives of FBDC and representatives of the Taguig community worked with APCF members to develop an initial set of activities that FBDC can undertake for it to become a better neighbor and to effectively support the development of the City of Taguig

2. It was agreed that APCF and the Asian Development Bank would explore the possibility of undertaking a program of workshops in Indonesia entitled "Challenges and Opportunities of the Recent Economic Situation: A New Urban Partnership Approach." The focus of these workshops will be to promote the APCF approach to increase business sector participation in urban projects that ADB is supporting in Indonesia.

3. Subsequent to Cebu Workshop, Dr. Ravindra, the Commissioner of Bangalore and Mr. M.R. Jaishankar held a meeting with about 90 representatives of Government, NGOs, Industry Associations (both Public & Private Sector) and other concerned citizens on Corporate Citizenship, and making 'Swabhimana' a much more effective movement in Bangalore. The meeting was held at Hotel Woodlands on 18th April 1998.

8. Follow-up Assistance

The report recommends, that USAID support this effort and promote establishing APCF as it fits well within G/ENV/UP objectives and will help the RUDO's develop lasting relationships with a number of urban development innovators in the region. USAID should consider support for an initial period of three-years, as this will allow APCF to establish itself and develop the business citizenship approach.

With this support it is expected that in the first year APCF will:
a) establish the Forum and maybe country teams which would be tasked to carry out national activities like documenting best practices, raising money, etc. and coordinate with the APCF;
b) get the expanded Internet network up and running;
c) begin a campaign to enlist corporate support for APCF at the international level and for city partnership programs at the national level; and
d) develop a next workshop that would be more directed by national teams and funded largely by the participants themselves.

In the second and third years the focus will be on fund raising, further refinement of the APCF concept, managing the Internet network, undertaking the workshops and documentation activities, etc. A full proposal and budget has been attached. (See Appendix C)